

12 DEC 1963

INTERNAL USE ONLY**MEMORANDUM TO: All Supervisors****SUBJECT : A Challenge to Your Leadership**

1. As you know, our organization constantly needs new ideas and improvements to cope with its dynamic mission. Problems are frequently discussed but solutions are not always reached. We need solutions to specific problems.
2. The Suggestion Awards Program provides a means to motivate your subordinates to solve problems. You define the problem area to your people, and they, in turn, use the suggestion form to present their solutions. The attached "Systems Study Check List" can be used as a guide for the kick-off.
3. We trust that you will continue to encourage the growth of new ideas from your subordinates. In this manner, your most deserving personnel will be recognized and you will have proved your ability as a LEADER. Those supervisors who distinguish themselves above all others by achieving an outstanding ratio of adopted suggestions will be given appropriate official commendation from higher authority.
4. Please call your Suggestion Awards Coordinator or contact this office if you have any questions. Good luck to you - and remember evidence of official recognition looks fine in anyone's file!

STAT

Executive Secretary
Suggestion Awards Committee

Encs - 5

1. Agenda
2. Systems Study Check List - Performance
3. Systems Study Check List - Distribution
4. Employee Suggestion Form
5. Employee Invention Awards

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SUGGESTION AWARDS COMMITTEE PRESENTATION OF

FILMS FOR SUPERVISORS

I. OPENING

As Supervisors we know you will enjoy our briefing program this morning, prepared especially for you. The objective of this and future briefings is to show how you can use the Suggestion Program to motivate and reward your employees.

II. BASIC PURPOSE OF SUGGESTION PROGRAM

- A. To stimulate creative thinking, and to provide a way to put the thinking into action for the benefit of the Agency.
- B. To reward people who contribute ideas. This is especially important in our organization, where the human need for personal recognition frequently has to bow to the professional need for anonymity.

III. SUPERVISOR-EMPLOYEE RESPONSIBILITIES

- A. The Supervisor, as well as the employee, has a stake in the Program. The Employee contributing an idea may be rewarded with both recognition and cash; the Supervisor of an award winner has his share of personal recognition, for the achievement reflects his own ability as a leader.
- B. It is in the Supervisor's interest to know how the Program works so that he and his employee can profit from it. It is part of his job as a Supervisor to create an atmosphere which encourages the growth of new ideas. If one of the ideas wins an award, the Supervisor will have proved his ability as a leader.

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SYSTEMS STUDY CHECK LIST

PERFORMANCE

ITEM	YES	NO	REMARKS
1. Can the operation be eliminated	_____	_____	
2. Can it be combined with another operation	_____	_____	
3. Can it be subdivided and the various parts added to other operations	_____	_____	
4. Can part of the operation be performed more effectively as a separate operation	_____	_____	
5. Is the sequence of operations the best possible	_____	_____	
6. Should this operation be done in another department to save cost	_____	_____	
7. Is the operation duplicated at any point in the procedure	_____	_____	
8. Are information, facts, and data supplied in suitable condition for use	_____	_____	
9. Can the originator perform additional work or supply more information that would make the subsequent operation easier	_____	_____	
10. Can information or forms be prebatched or sorted into alphabetical, numerical, chronological, or geographical order prior to the next step simultaneously with the operation	_____	_____	
11. Could reports, memoranda, or letters be shortened to reduce dictating, typing and reading time	_____	_____	
12. Are there "bottlenecks" to be corrected	_____	_____	
13. Could "peak periods" be eliminated	_____	_____	
14. Will changing the requirements of this operation make a subsequent operation easier	_____	_____	
15. Can the work be performed during the idle time of another operation	_____	_____	

USE THE EMPLOYEE SUGGESTION FORM TO DEVELOP YOUR IMPROVEMENT IDEA

SYSTEMS STUDY CHECK LIST

DISTRIBUTION

ITEM	YES	NO	REMARKS
1. Is each copy essential	_____	_____	
2. If it is needed for one function, could it be passed along to eliminate another copy	_____	_____	
3. Is there any unnecessary duplication of copies received by any department or person	_____	_____	
4. Is more than one department maintaining files of the form when one file in a single department would suffice	_____	_____	
5. Are copies of forms backtracked needlessly	_____	_____	
6. Are all departments who need the form getting copies	_____	_____	
7. Are departments which need clear copies getting original or early copies	_____	_____	
8. Are other forms created from the original form when additional copies would serve the same purpose	_____	_____	

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